

Selection

- Process of choosing from a group of applicants the individual best suited for a particular position and an organization
- Goal of selection process is to properly match people with jobs and organization.
- Individuals overqualified, underqualified, or do not fit either job or organization's culture, will probably leave the firm.

Environmental Factors Affecting the Selection Process

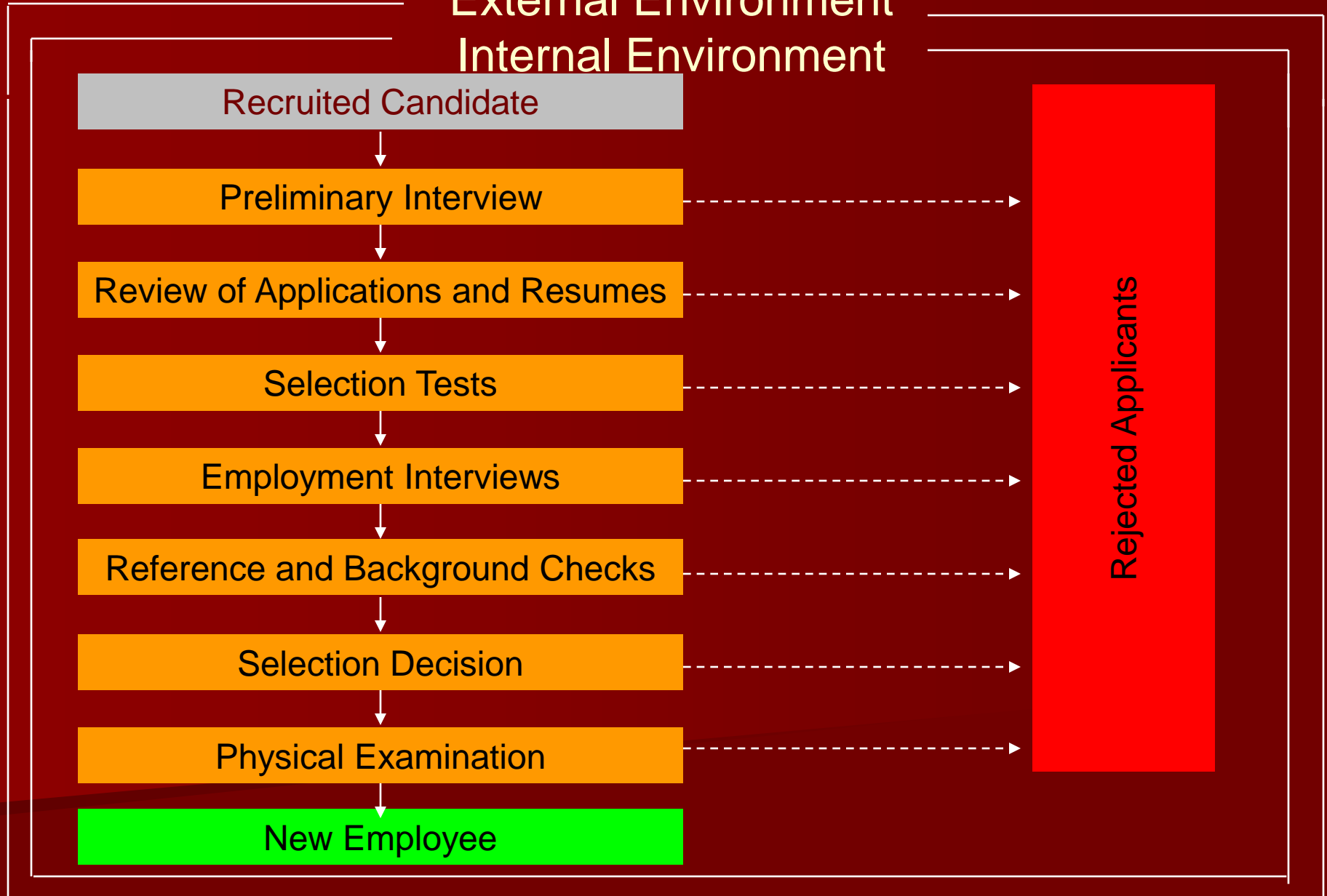


- Other HR functions
- Legal considerations
- Decision making speed
- Organizational hierarchy
- Applicant pool
- Type of organization
- Probationary period

The Selection Process

External Environment

Internal Environment



Preliminary Interview

- Removes obviously unqualified individuals
 - Telephone interviews
 - Videotaped interviews
 - Computer interviews

Advantages of Selection Tests



- Reliable and accurate means of selecting qualified candidates
- Identify attitudes and job-related skills
- Deficiencies in other techniques

Characteristics of Properly Designed Selection Tests (Continued)

- **Reliability** - Provides consistent results
- **Validity** - Measures what it is supposed to measure
- **Requirement for Job Relatedness** – test must work without having adverse impact on minorities, females, and individuals with backgrounds or characteristics protected under law

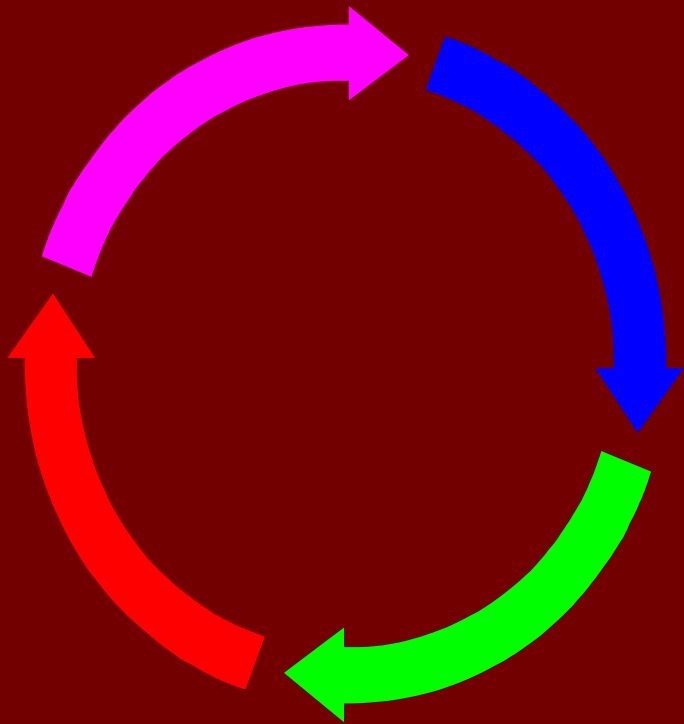
The Employment Interview

- Goal-oriented conversation in which interviewer and applicant exchange information
- Interview planning – essential to effective interviews
- Content of the interview

Content of the Interview

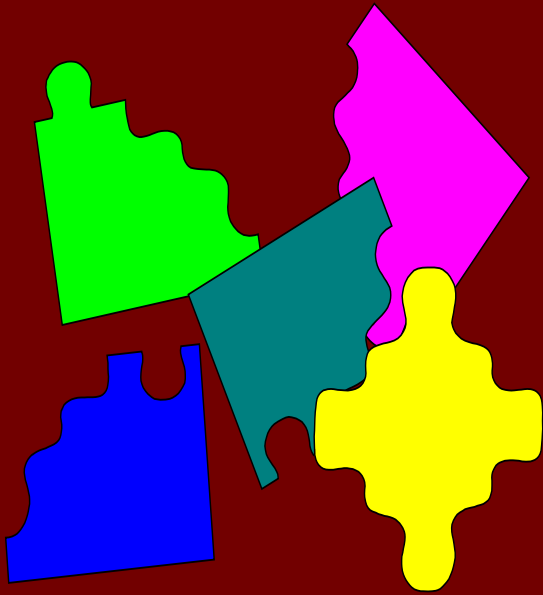
- Occupational experience
- Academic achievement
 - Interpersonal skills
 - Personal qualities
 - Organizational fit

Types of Interviews



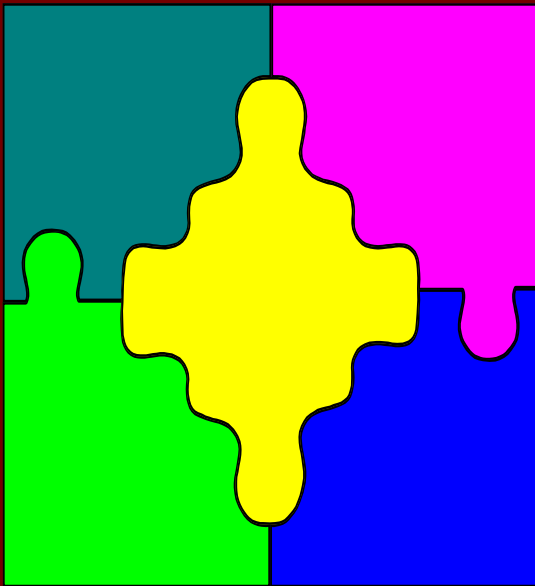
- Unstructured (nondirective)
- Structured (directive or patterned)

Unstructured (Nondirective) Interview



- Asks probing, open-ended questions
- Encourages applicant to do much of the talking
- Often time-consuming

Structured (Directive or Patterned) Interview

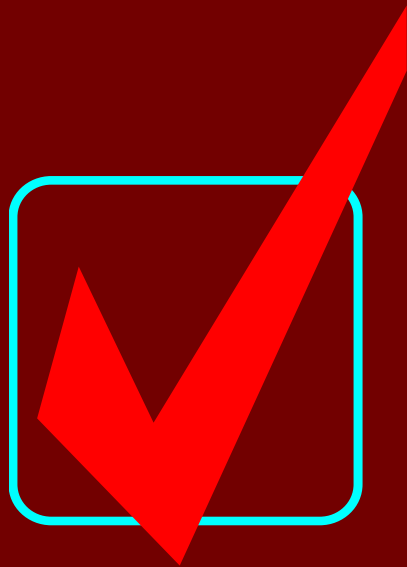


- Situational questions
- Job knowledge questions
- Job-sample simulation questions
- Worker requirements questions

Methods of Interviewing

- **One-on-one interview** - Applicant meets one-on-one with an interviewer
- **Group interview** - Several applicants interact in the presence of one or more company representatives
- **Board interview** - Several of the firm's representatives interview one candidate

Personal Reference Checks

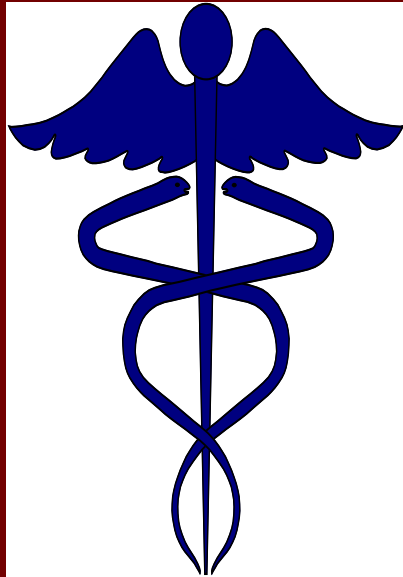


- Provides additional insight into applicant information
- Verification of accuracy

The Selection Decision

- Most critical step of all
- Person whose qualifications most closely conform to the requirements of the open position should be selected

Medical Examination



Determine whether
applicant physically
capable of performing
the work

Notification to Candidates

- Results should be made known to candidates as soon as possible.
- Delay may result in firm losing prime candidate.
- Unsuccessful candidates should also be promptly notified.